



USMC Sergeant Major Symposium Aug 2007

***Lieutenant General R. S. Coleman
Deputy Commandant for
Manpower and Reserve Affairs***



CMC 202K End Strength Increase Intent

- Execute end strength ramp up as quickly as possible
- Achieve 1:2 unit deployment-to-dwell ratio for OIF/OEF
- Build capacity to train and respond to other crises



What the 202K End Strength Will Provide

FY07 - 184k

Inf Bn x 2
5/10 HQ
Recon Plt x 2
MP Co x 2 (GCE)
Counter Btry Plt x 1
ANGLICO Plt x1
CEB Co x 1
FRS Plus Up (H1)
MCRC (400)
TECOM (600)

FY08 - 189k

Regt HQ
Inf Bn
Arty Btry x 1
Recon Plt x 2
CEB Co x 1
MP Co x 2, 1 Plt-4k
Truck Co x 2 (1- 4k RCT)
ANGLICO Plt x 2
Intel Enablers
Intel(-) Bn
3d RadBn Plus up
EOD (4 Teams)
Civil Affairs Planners
Civil Affairs Dets
HMH (ATS)
VMU
FRS/H1 OT Plus Up
MACG HQ Dets x 2
MASS Dets
CLB(-) (Regt)
MCRC (200)
TECOM (325)

FY09 - 194k

Arty Btry x 1
Counter Btry Plt x 1
CEB HQ Co
CEB Supt Co
MP Co x 2
CLB (-) (Regt)
CLB (MEU) x 2
Rad Bn
Intel(-) Bn
Info Ops
EOD (5 Teams)
HMLA (ATS)
HMLA (#8)
MACS ATC Det
MWCS Det
TECOM (325)

FY10 - 199k

Regt HQ 24/7
Arty Btry x 1
AAV/EFV Co x 2
Counter Btry Plt x 1
Inf Bn & MLG
Maintainers (DO)
CLR Augments
MLG Comm
MACS ATC Det
MWCS Det
JSF FRS/OT (FY10)
MTACS Dets

FY11 - 202k

Tank Bn
CLC
Bridge Co x 2
HMLA (#9)
HMH x 2
VMFA x 2
FAO/RAO
JSF FRS/OT (FY11 & FY12)
Inf Bn 100%

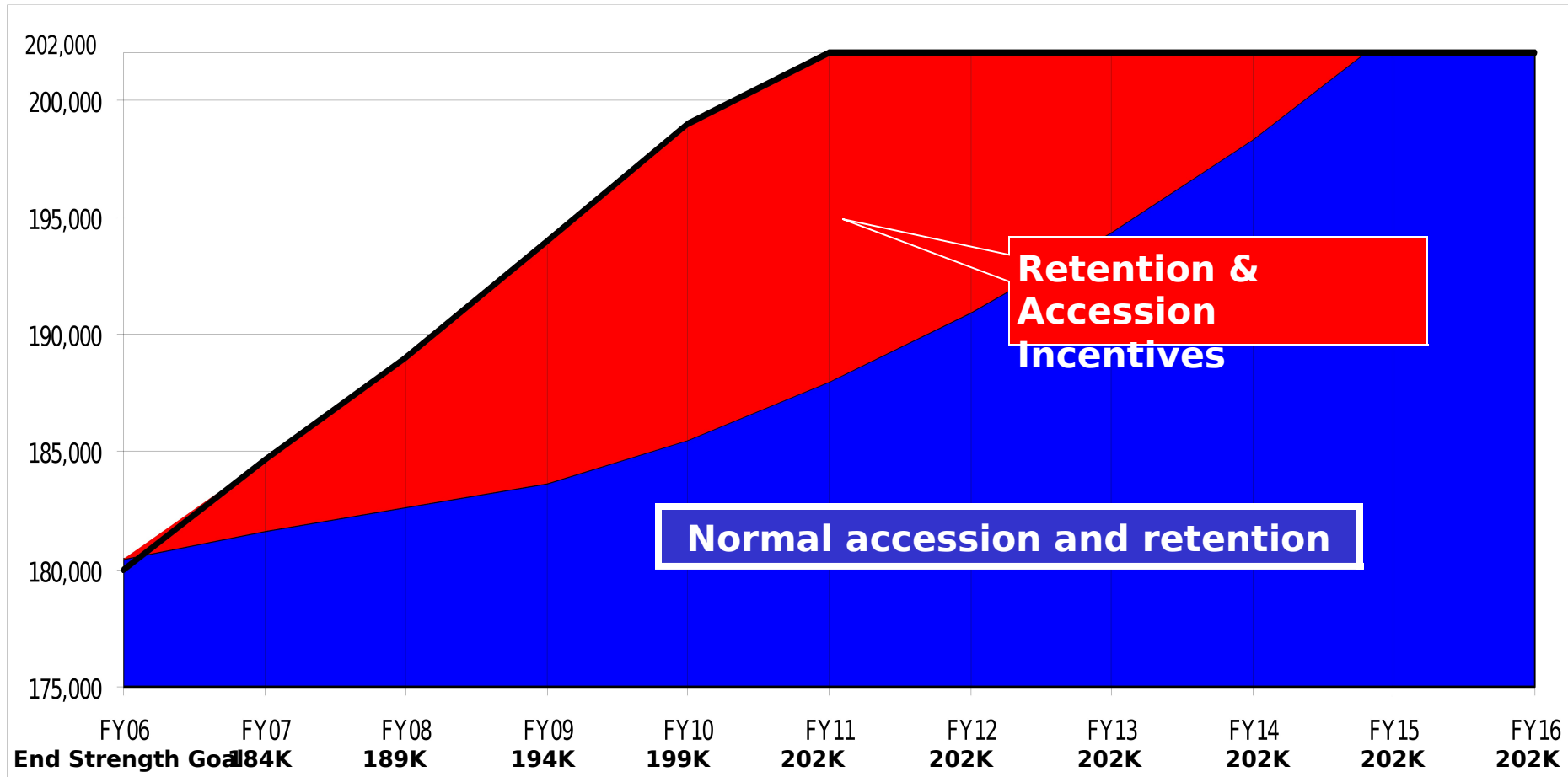
**>77% or 17,000
Marines to the
Operating Forces**

- DOTMLPLF process to validate timeline
- CMC decision to approve

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End Strength Ramp Up





End Strength Increase “Realities”

- Accession requirement *increasing by 13.8%* from FY06 to FY08

Accessions			
	FY06	FY07	FY08
Total Mission	38,217	40,727	43,500

- Retention requirement *increasing by 45.2%* from FY06 to FY08

Retention			
	FY06	FY07	FY08
Total Mission	12,142	16,098	17,631



FY07 Targeted End Strength

- Active-Duty Enlisted

- E-9	1,646
- E-8	4,116
- E-7	8,436
- E-6	15,501
- E-5	26,887
- E-4	36,357
- E-3/E-1	<u>71,719</u>
- TOTAL	164,662

E-9/E-8 = 3.5%

- Top-6 Enl Gde = 56%

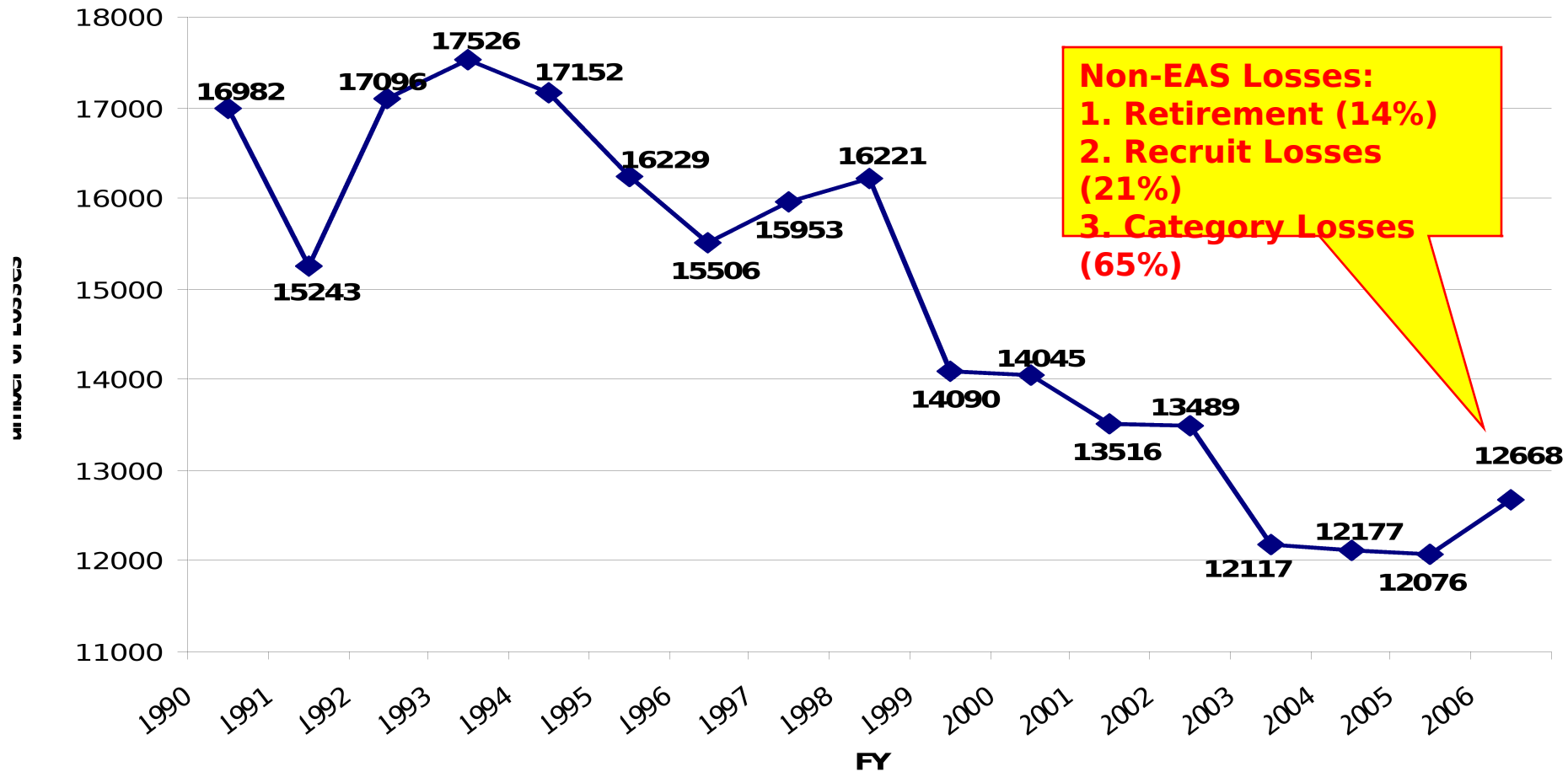
- Active-Duty Officer

- GO	80
- O-6	672
- O-5	1,833
- O-4	3,629
- O-3	5,612
- LT	5,612
- WO	<u>1,900</u>
- TOTAL	19,338

• **Officer to Enlisted Ratio: 1 to 8.4**



Historical Enlisted NONEAS Attrition



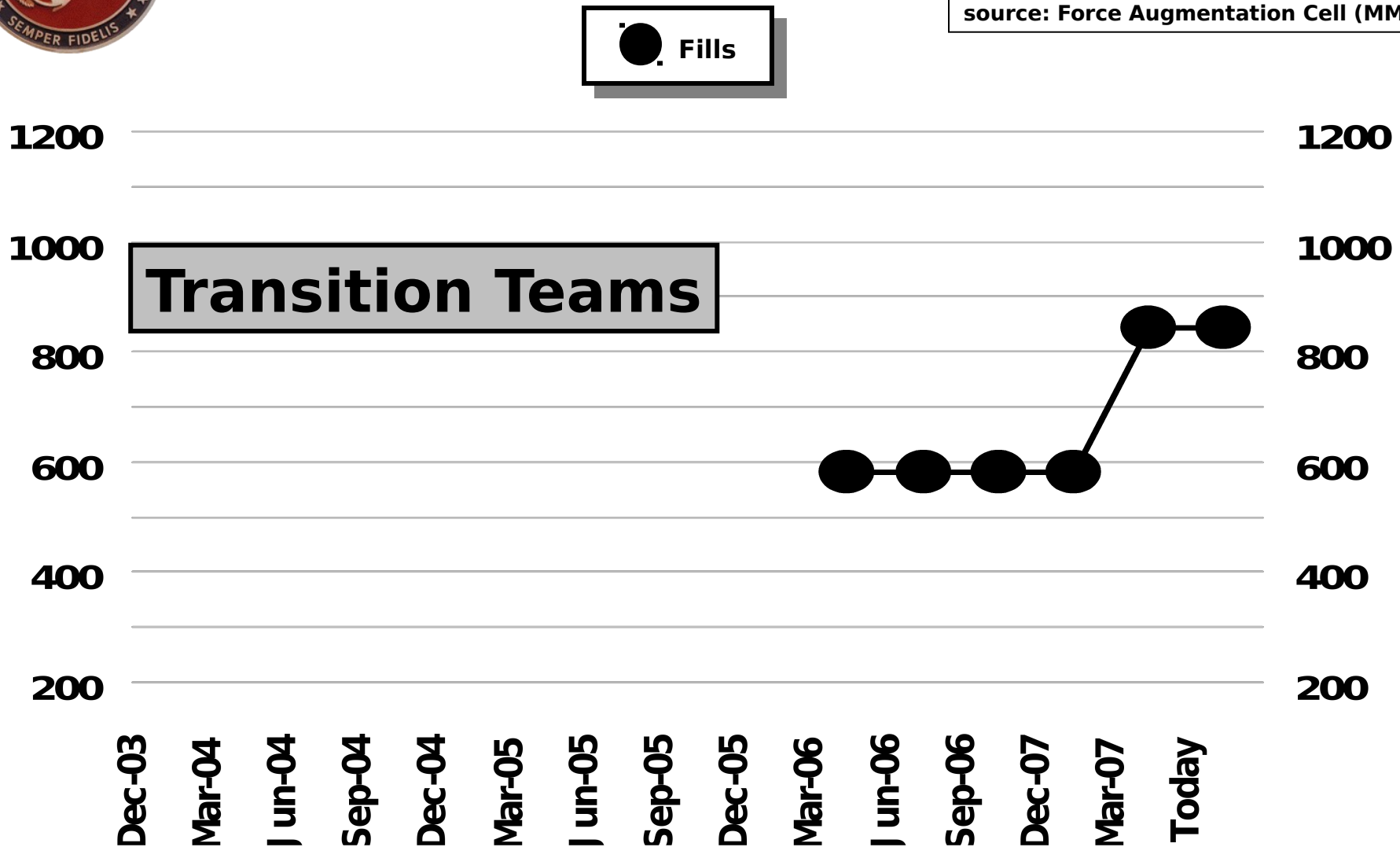
note: Category losses: Misconduct, Physical Disability, Unsat



Transition Team Requirements

(as of 11 Jul 07)

source: Force Augmentation Cell (MMFA)



Issues

Reserve Issues

***Wounded Warrior
Regiment***

Demographics





Reserves



Demographics of the Marine Corps Reserve

- Prior Service: 31%
- Non Prior Service: 69%
- Average Age: 26 yrs old
- Civilian Education: 40% possess college or post High School education
- 70% are single



Marine Corps Reserve

- War on Terror has necessitated a transition from a “Strategic” to an “Operational” Reserve
- Mobilizations and activations have provided substantial OPTEMPO relief for the AC
- Reserve units are in reality deployed for 12 months at a time with 7 months “Boots on the Ground” (ILOC time)
- 97% of all Marine Forces Reserve units have been activated at least once



Marine Corps Reserve

- Reserve units mobilized/deployed thus far:
 - 9 Infantry Battalions (Out of 9 total, some multiple times)
 - 10 Squadrons (Flying and Wing Support)
 - 5 Provisional Battalions (Artillery, AAV, etc.)
 - 30 Combat Arms Companies (LAR, Tanks, MPs, etc.)
 - 8 Combat Service Support Battalions/Elements
 - 4 Civil Affairs Groups (some multiple times)
- Reserve unit deployments will continue to support the War on Terror



Bottom Line

- While our current forecast has the Selected Reserve coming in below our authorized end strength but within our -2% “basement,” the impacts of the active component increase to 202K, the associated incentives for Marines to stay/return to active duty, and the implementation of a new activation policy are all significant factors we are unable to forecast. We continue to pursue various options to mitigate all these factors; however, our collective experience tells us we may fall below our authorized -2%. This will be a challenging year for Reserve Manpower.

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Wounded Warrior Regiment

Wounded Warrior Regiment

Mission Statement



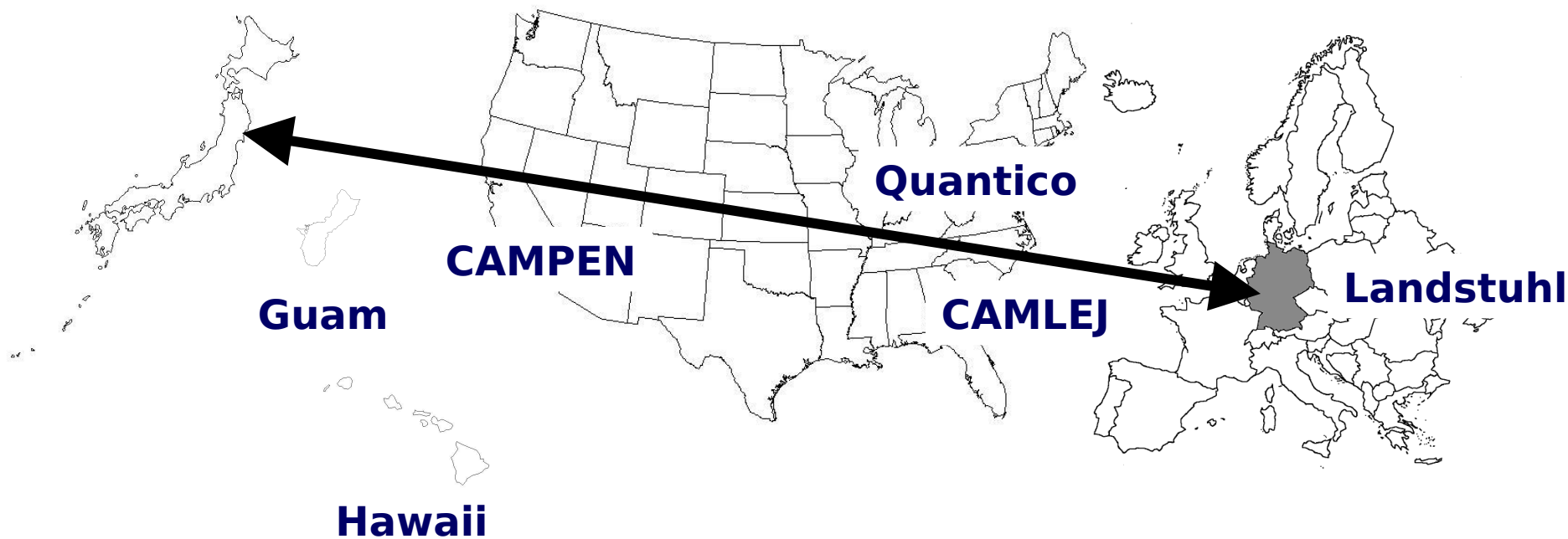
- Provide and facilitate assistance to wounded/injured/ill Marines, Sailors attached to or in support of Marine units, and their family members, throughout the phases of recovery.



Wounded Warrior Regiment

Area of Responsibility

Okinawa



PKI IMPLEMENTATION
Frequently Asked Questions

Manpower & Reserve Affairs

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Wounded Warrior
Regiment (WWR)

Battalion East

Overseas RMCs

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Wounded Warrior Regiment (WWR)

The WWR mission is to provide and facilitate assistance to wounded/injured/ill Marines, Sailors attached to or in support of Marine units, and their family members, throughout the phases of recovery.

**WWW.MANPOWER.USMC.MIL**

injuries, benefits, helpful organizations and the recovery process as well as issues service members and their families may face along the way.

Marines and Sailors are also encouraged to create an account and use the Marine For Life network to find jobs, employers, mentors, and other helpful community resources.

Col. Gregory A. D. Boyle, U.S. Marine Corps, briefs reporters in the Pentagon on the newly established Wounded Warrior Regiment program on April 4, 2007. Boyle commands the Wounded Warrior Regiment from his headquarters in Quantico, Va.

Contacts

Headquarters, U.S. Marine Corps
Wounded Warrior Regiment (WWR)

**Manpower Personnel
Management Division**

3280 Russell Road
Quantico, VA 22134-5103

Phone: (866) 645-8762
injuredsupport@M4L.usmc.mil

Online Applications

Marine for Life
Click on the Injured Support (section)

Col Boyle's Brief

Reference

WWR Command Brief (PPT 1.7 MB)

Biography - Col Boyle (PDF 42KB)

Biography - LtCol Siebenthal (PDF 24KB)

Website is a means to disseminate helpful information to our injured Marines and their families.



Promoting Combat Wounded Warriors



Background

- Background: On 13 June 2007, BGen Jackson inquired about the possibility of granting CWW composite score waivers if they could not improve their scores due to combat injuries.
- Inquiry based on conversation with Cpl Joshua Cooley, USMCR, VA Hospital, Tampa, FL. Due to combat wounds, Cpl Cooley cannot improve his marksmanship and PFT scores.



Discussion

- Three categories of CWW:
 - Temporary limited duty status - expected to fully recover/return to active duty.
 - Limited duty pending MEB/PEB.
 - Granted PLD status.



Discussion

- How Marines are Promoted:
 - PFC/LCpl: based on TIG/TIS and CO recommendation.
 - No medical prerequisites
 - Cpl/Sgt: based on composite score and CO recommendation.
 - SNCO: board competition. Per MARADMIN 379/07 SNCO CWW granted PLD are eligible for boards. SNCO CWW not granted PLD are not eligible.



Discussion

Composite Score Promotions

- Policy: a composite score can be generated using the last PFT and marksmanship scores.
- No method to improve score for Marines who cannot perform one of the components of the composite score (i.e. PFT, rifle).



Courses of Action

- COA 1: Non-competitive promotion of CWW LCpls and Cpls by waiving the cutting score requirement if they cannot improve their scores due to combat wounds
 - Pros:
 - Eliminates the fact CWW LCpls and Cpls cannot improve marksmanship/PFT scores
 - Cons:
 - Minimizes importance of competitive promotion process. Pros/cons, MCIs/education, PME no longer required for CWW LCpls and Cpls



Courses of Action

- Cons (COA 1 contd):
 - Negates intent of MARADMIN 370/07: all LCpls complete new “Leading Marines” MCI NLT 1 Oct 08 IOT be eligible for promotion.
 - Eliminates fair and equitable consideration for promotion. (Based solely on TIG/TIS and CO’s recommendation, CWW promoted ahead of peers).
 - Promoting current 377 CWW LCpls and Cpls ahead of peers could have negative retention impact on non-CWW Marines.



Courses of Action

- COA 2: Grant 100-200 bonus points to CWW
 - Pros:
 - Negates low PFT/marksmanship scores
 - 100 bonus points currently awarded to Marines serving on special duty assignments (SDA's)
 - Cons:
 - Tracking? Does every Marine who received Purple Heart since 9/11 get bonus points, even those who can qualify with a weapon or take PFT?
 - Could be viewed as not equitable by non-CWW Marines



Courses of Action

- **COA 3**: Status Quo – continue existing policy allowing CWW to use last PFT and/or marksmanship points towards composite score
 - **Pros**:
 - All CWW (not just PLD CWW) remain equally competitive with peers
 - Preserves fair and equitable consideration
 - CWW who went UNQ on last range or failed last PFT can request waiver (with CO recommendation)
 - Maintains importance of pro/con, MCI/education, and PME
 - **Cons**:
 - CWW cannot improve PFT/Marksmanship scores – non CWW Marines can



Cpl Cooley's case

- Composite score for Jul/Aug/Sep 07 period is 1602
- Cutting score for MOS for Jul 07 is 1667
- Rifle score is 222 (4.6 points)
- PFT score is 217 (4.4 points)
- $4.6 + 4.4 = 9.0/2 = 4.5 \times 100 = 450$ points
- Had Cpl Cooley maxed out rifle/PFT scores, he would have earned another 50 points - still shy of the cutting score
- Cpl Cooley has 0 MCI points/0 education points in grade
- Had Cpl Cooley completed 4 MCI courses and 1 education course, he would have been promoted to Sgt on 1 July 07.



Cpl Cooley's case (cont'd)

- If composite score was waived - would have been eligible for prom to Sgt (based on TIG/TIS) 10 months ago, 10-15 months ahead of peers
- If the cutting score remains constant, will receive additional 21 points (TIS/TIG) for 1 Oct promotion period. Completion of 3 MCI's, makes him eligible for prom with peers.

Bottom Line: Cpl Cooley still has the opportunity to improve his composite score without a waiver

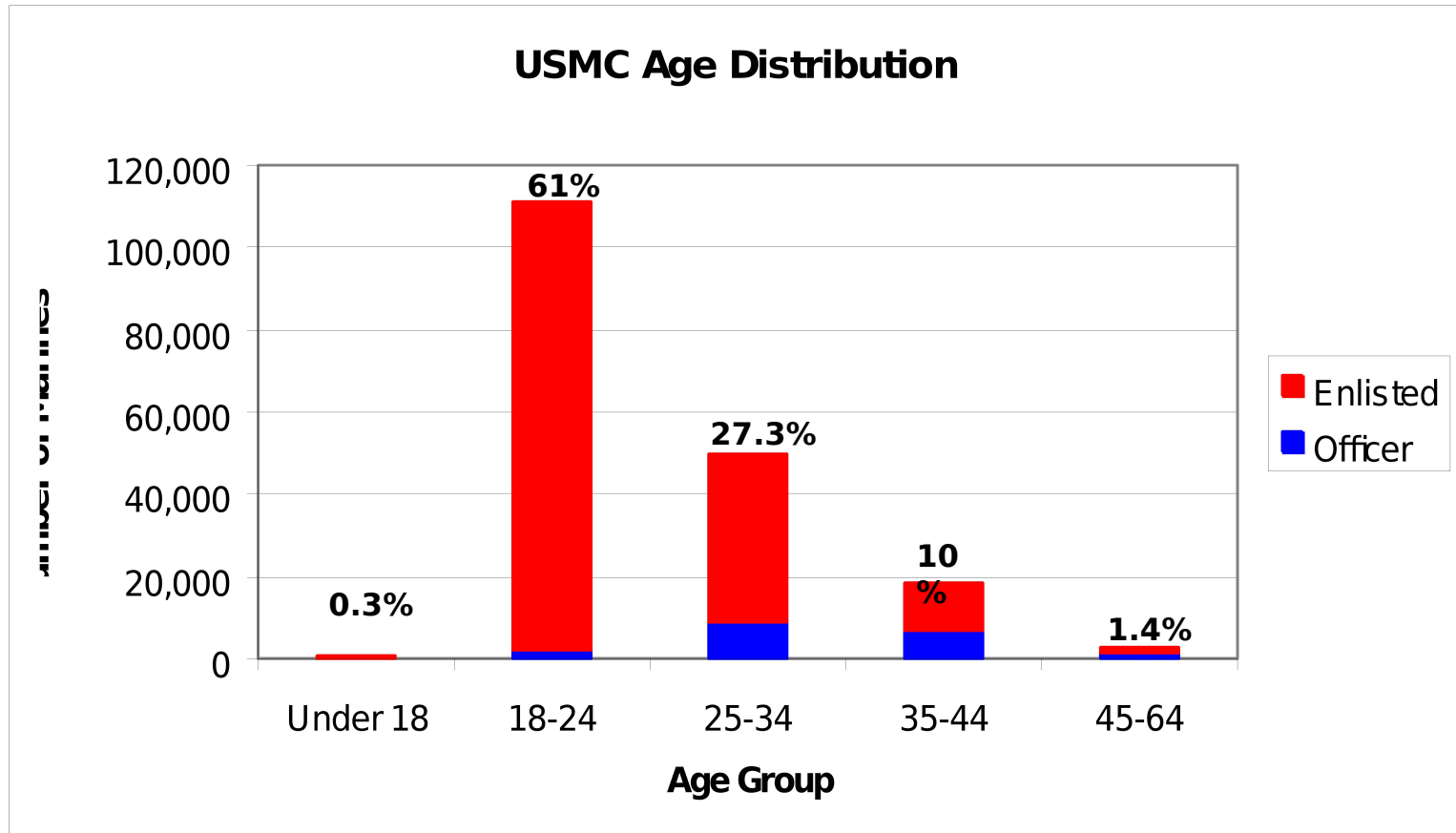


WWR Recommendation

- Promote CWW not retained on PLD
 - Promote on discharge
 - Must have CO recommendation
 - CWW must show they have done all they can (pro/cons, MCI, Educ) to improve composite score
- If Symposium considers this a viable option
M&RA will check on legality and funding issues



Age Distribution



**61% are
24 or
younger**

**89% are
34 or
younger**

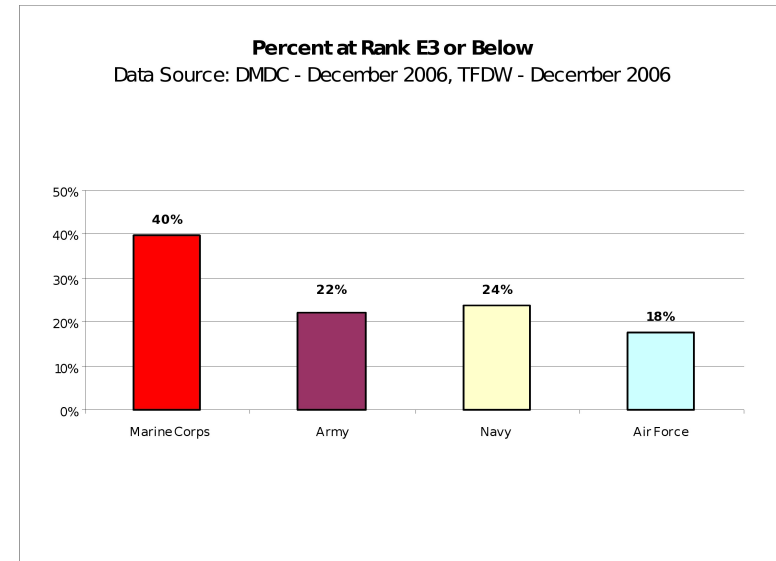
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Marine Corps Demographics

The Marine Corps is the youngest, most junior, and least married of the four Military Services...

- Approximately 66% of Marines are 25 and under
- Approximately 25% of Marines are not old enough to legally consume alcohol
- 40% of Marines are LCpl or below (other services are around 18% - 24%) and 82% of these Marines are single
- One officer per 8.35 Marines (next closest is Navy with one officer per 5.58 sailors)
- One in every three Marines is a racial/ethnic minority
- 45% of all Marines are married



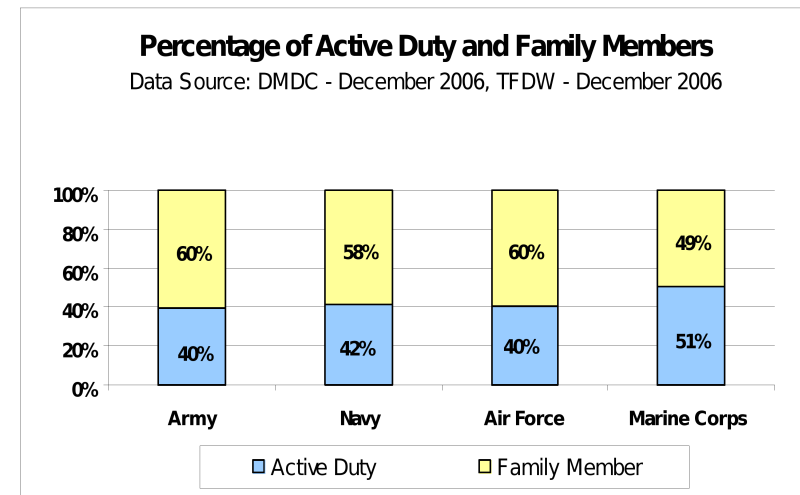
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Marine Corps Families

Marine Corps families are younger than those of the other Military Services...

- There are 174,345 family members: 74,264 spouses, 99,738 children, and 343 dependent parents
- The Marine Corps is the only Service with more Service members than family members. This approximate 50:50 relationship is unique among the military services. The active duty to family member ratios of the Army, Navy, and Air Force are all approximately 40% of service members and 60% family members



- The average age of Marine spouses is

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Military Awards

(www.manpower.usmc.mil - MM - Active Marine - Military Awards)

- Revised Navy & Marine Corps Awards Manual
 - SECNAVINST 1650.1H of 22 Aug 2006
 - Complete Revision
- Premature Disclosure Policy for All Award Recommendations
- Timeliness of Submission & Requests for Expedited Awards
- Delegated Approval Authority
 - CMC has Silver Star authority
- Award Processing System (APS)
 - Follow the guidelines for completing the 1650 to reduce delays
 - Working on enhanced APS for this fall; more user friendly



Reduction of 0311 Sergeant Shortfalls in the Operating Force

“Pre-Decisional”

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Problem

- Not enough experienced 0311 Sergeant in the Operating Force that can be assigned as squad leaders
 - Experienced 0311 Sergeant = 4-8 years of service (YOS)
 - Second enlistment
 - Operating Force: Infantry, Tank, & LAR Battalions

Solution:

- Ensure inventory can support requirements
- Effect a change in “normal” career path to increase the number of experienced 0311 Sergeants in the operating forces
 - 6-year enlistments
 - Shorten B-billet assignments
 - Entice more 0311s to reenlist for OpFor assignments



Current 0311 Sergeant Inventory

The current inventory of 0311 Sergeants is adequate to meet the requirements

- Planned (GAR Build)
 - ASR Billets: 1345
 - B-Billets: 712
 - P2T2: 133
 - 2190**
 - GAR Adjustment +133
 - Total Inventory = **2223**
- Actual Requirements
 - OpFor T/O: 1351
 - B-Billets: 753
 - P2T2: 87
 - 2191**

We're building more than the requirement



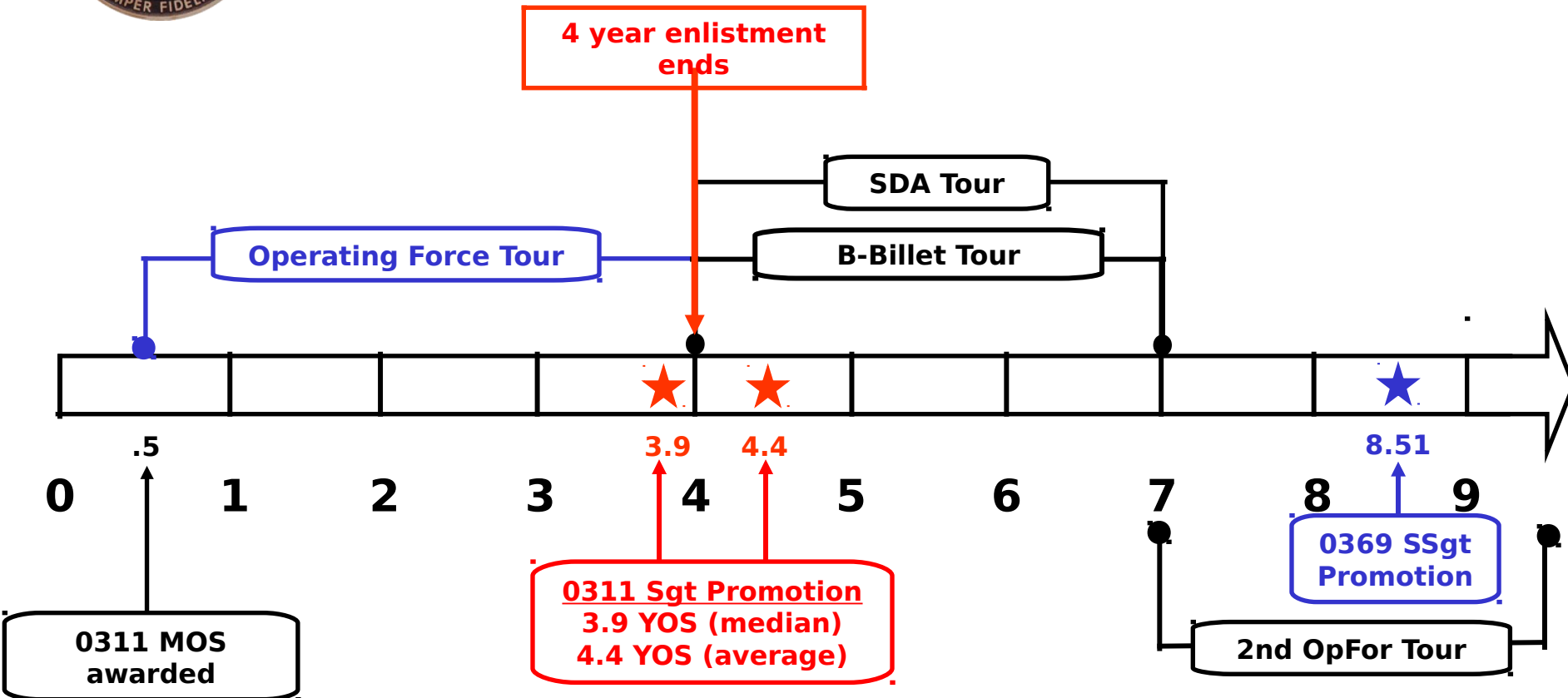
0311 Population (YOS > 4)

Where are the 0311s?

- Total E5 and below 2,388
- Assigned to OpFor Units 876
- Assigned to other MCCs 1,675
 - WTBn 277
 - MCRC 178
 - SOI 186
 - Div HQ 142
 - TBS 114
 - MCRD 39
 - OCS 37
 - Intel Bn 33
 - Remainder 679
 - SE 449
 - Bases and Stations 67



Current 0311 Career Pattern (4 Year Enlistment)

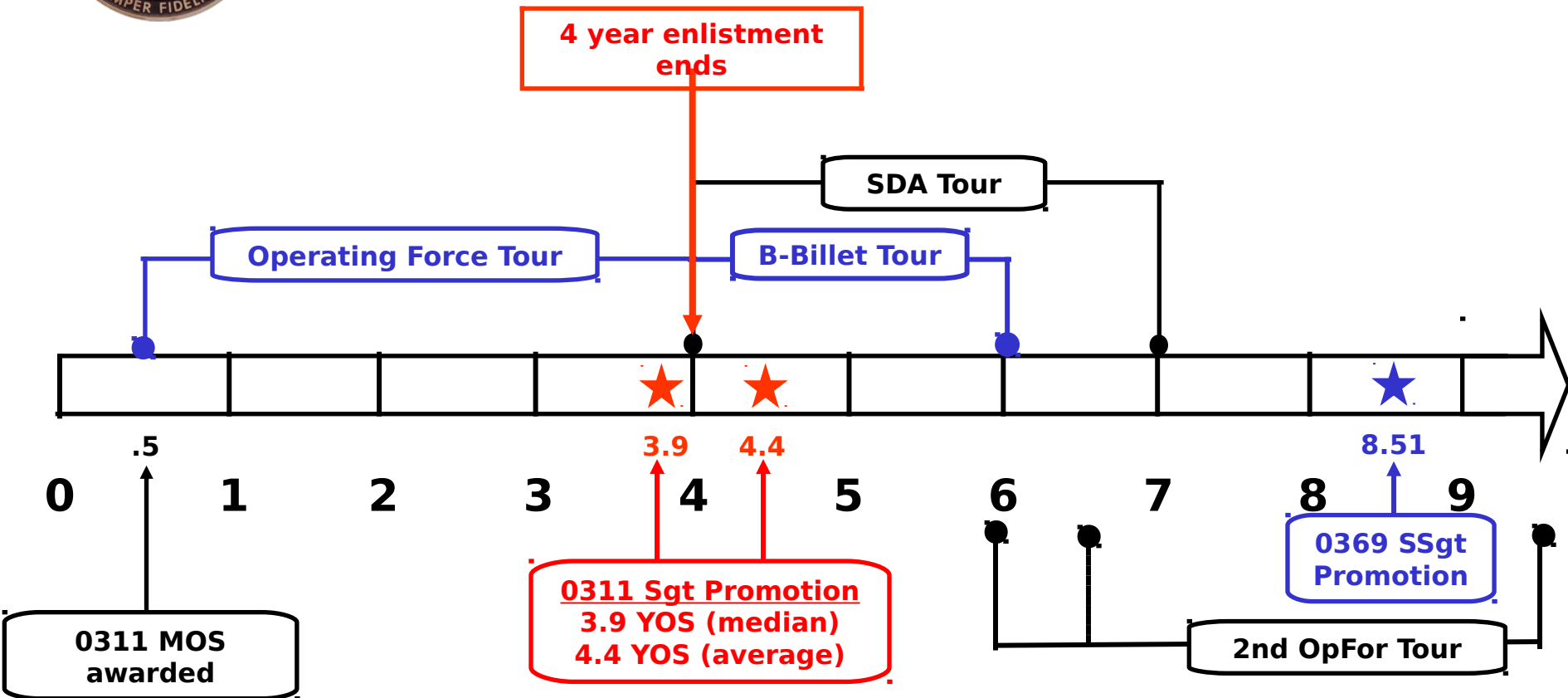


“THE PERFECT STORM”

- Less than 3% of 0311s (FTAP) reenlist to stay in Operating Force
 - FY07 YTD: 17 of 601
- ~ Historically only 18% of 0311 FTAP population reenlists (w/boat space caps)



Proposed 0311 Career Pattern (4 Year Enlistment)



Shorter tours outside the Operating Force

- Shortens B-Billets to 24 months
 - Returns Sergeants to operating force at YOS 6
- Allows 2 and 1/2 years as Sergeant in 2nd Operating Force tour



Recommendations

- Proposal to increase meritorious promotions to Sergeant (near term “fix”)
 - Authorize “special” meritorious promotions (up to 200 per year) for *deserving/proven* 0311 Corporals serving as squad leaders in stabilized infantry, LAR, and Tank battalions
 - From 1% to 2% of eligible population in operating force (Any MOS).
- 6-year enlistment contracts (begin FY08)
- Reenlist and stay in OPFOR (increase %) through incentives
 - SRB Operating Force \$6K Bonus (FY08 SRB Plan)
 - AIP for 0311 Sgt reenlist for Squad Leader assignment
 - Would require OSD approval
- Shorten all non-SDA/non-OpFor billets to 24 months
- Shorten SDA billets to 30 months (MSG, DI, SOI)
 - Exception: Recruiting duty to remain 36 months